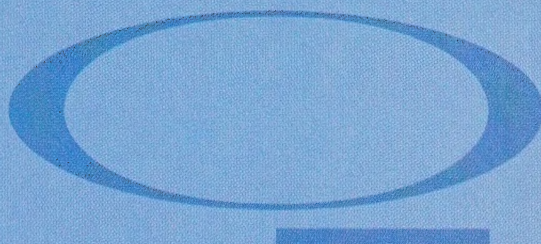


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ONE YEAR AFTER A MERGER THAT SAW QUEBECOR WORLD INC.

become the largest commercial print media concern in the world, the company's Vancouver division is increasing its focus on serving local business communities. As well as plugging into the enhanced resources that came with the company's 1999 super-merger, the plant is banking on the strength and diversity of its employees to provide ever-higher levels of local customer service.

"Quebecor clients in the West have unique needs and we are determined to be able to respond to them in the best manner possible. Although we are part of a much larger company, our customers are more concerned about what we can do for them locally. It's up to us to be responsive to the fact that West Coast businesses do not want to run on

'Eastern time'," says Bruce Wiesner, Vancouver-based director of sales for the company's Targeted Publications and Catalog Group in the Northwest region.

The newly named division – known throughout the company as the TPC Group – is designed to be more responsive to the needs of special interests and business-to-

business publications with smaller print runs. Customers benefit from the economies of scale of a large company, combined with the attention to detail and responsiveness of a smaller operation.

Formerly Quebecor Printing Inc., the Vancouver division's parent company started out with only one printing press in Montreal



Quebecor has the flexibility, capacity and staff to give terrific personal service.



in 1954, becoming the largest printer in Canada by 1989, when it joined forces with Ronalds Printing. By 1991, Quebecor had merged with Maxwell Graphics to make Quebecor Printing the first North American printer operating coast-to-coast in both the U.S. and Canada.

More than 60 acquisitions and strategic investments followed throughout the 1990s – including the acquisitions of U.S.-based Arcata Graphics and American Signature – along with more than \$650 million in

leading-edge technology investment. By 1998, Quebecor had become the largest print company in the Canadian and European markets, as well as the second largest in both the United States and Latin America. The company also operated a joint venture company in India. Quebecor's next business step was a logical progression in the company's long-held ambition to be the largest commercial printer in the world.

The 1999 merger of Quebecor Printing and American giant World Color Press Inc. was described by Quebecor company president and CEO Charles G. Cavell as a "merger of equals." World Color, founded in 1904 in St. Louis, Missouri, had grown to become a global leader in the magazine and catalogue sector. The merger with Quebecor, the largest in industry history, created a multinational corporation with more than 43,000 employees operating over 160 plants in 16 countries.

Still retaining its global headquarters in Montreal, the new Quebecor World – complete with re-designed logo – is a multi-media leader offering a complete range of communications products and

services, including distribution, television, new media, book publishing, newspaper publishing, and retail and online book and CD sales. Despite the diversification, printing remains the company's core business area, providing Quebecor World with much of its annual sales of \$10.8 billion.

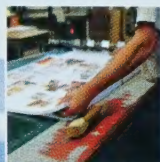
With the company's increased position as an international business player, some may have expected Quebecor World's local focus to wither in favour of a global corporate approach with decisions made from a distant head office, new management teams flown in with no local insight and the emergence of a predominantly

bottom-line approach to operations. In reality, the Vancouver division's local focus remains more important than ever and the operation has thrived under the merger.

Serving the Western region of North America from Alaska to California, Quebecor World Vancouver is a major supplier of print products to the Western Canada and American Pacific Northwest markets. The plant serves three distinct sectors: publications, commercial printing (including catalogues and inserts) and financial and security document printing.

A short-medium run operation, the Vancouver plant has four full web press lines, 200 employees and sales that jumped from

**Printing remains
the company's
core business.**



With demand rising every year,
print volumes at Quebecor World Vancouver
are now at record levels.

A SHORT-MEDIUM RUN OPERATION, THE VANCOUVER PLANT HAS FOUR FULL WEB PRESS LINES

\$25 million in 1995 to \$50 million in 2000. The full-service printing plant is responsible for a host of well-known catalogue and magazine publications for the Canadian and United States markets, including *TV Week*, *Pacific Golf*, and *Beautiful British Columbia*. And, despite the much-talked-about rise of Internet publishing, the growth of the Web has not diminished the need for print publications in the region: Web companies are finding that their customers also want printed brochures and catalogues. With demand rising every year, print volumes at Quebecor World Vancouver are now at record levels.

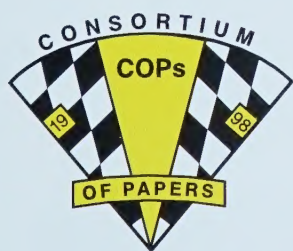
"We have grown our business capacity in

Vancouver by investing \$20 million in the plant over the past five years but we have also continued to enhance our services to clients. We have grown the old-fashioned way by appealing to new customers. We now have the flexibility and capacity as well as the staff to give terrific personal service. We might not be the absolute lowest on cost – although we are very competitive – but we are certainly aiming to be the easiest printer to do business with," says Wiesner.

The company's customer service structure includes the largest, most advanced sales force in the region which works to build close relationships with new and existing clients.

In addition, Quebecor World Vancouver has a state-of-the-art computer scheduling system, enabling orders to be tracked through all stages of production for the benefit of deadline-sensitive customers.

The plant's electronic pre-press also brings added value to clients by including everything from equipment consultation, to research and development, to high-quality output of plate-ready film from disk. This brings reduced production time, lower production costs and an increased capability to make last-minute changes. In addition, the company's Que-Net Media division offers front-end pre-media project management to



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clients who want to publish in either print or non-print media. The company can help clients create, develop and stream information to all media channels by customizing its approach and applying high-tech new media tools through its own network of experts.

Doug Climie, Quebecor World Vancouver's business development manager, believes this level of customer service is a central characteristic of the Vancouver operation, from being customer-friendly on the press to providing waiting lounges for clients. These lounges are equipped with satellite television and office facilities. "When it comes to service, we are aiming to be like Nordstrom or the new Eatons," says Climie.

According to Climie, the Vancouver division's focus on smaller, more targeted publications rather than on large-volume mass



The full-service printing plant is responsible for a host of well-known publications.



print jobs demands a different approach from smaller business customers who are used to a highly personalized, hands-on approach from their printer.

"We involve the customer in making decisions from day one, when a complete team is assigned to their order. This means that someone at the plant always has ownership of a client's job and that client always has someone they know and can talk to about their order," says Climie.

He recalls a recent job where the plant worked hand-in-hand with one public sector

client. "We were helping the provincial government undertake its largest printing project ever. It was something new for them and we had to help them deal with several large surprises that they hadn't anticipated. We were able to create solutions and bring in resources from outside to ensure the project ran smoothly," says Climie.

This sharing of resources has been a key benefit of the recent mega-merger for local customers.

"The old Quebecor Vancouver was much more of a stand-alone operation. Now we



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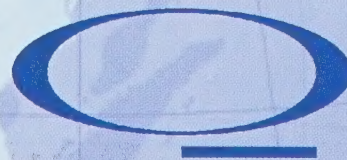
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share new ideas and can offer an enhanced range of solutions to local customers. If there's something we can't do for our clients here, we can tap into the services provided by the company's other divisions," says Climie.

Along with increasing the resource pool available to serve local customers, the newly-merged Quebecor World is also enhancing its investment in the Vancouver operation. The company is constructing a new pollution control system that will allow the plant to meet pollution codes at the same time as

maximizing its capacity. In addition, Quebecor World Vancouver will invest

in new computer-to-plate technology that will benefit customers with increased quality and job turnaround time. But it's not just machinery that the company is investing in.

"Investing in people is still the number one priority at Quebecor World Vancouver. When you focus so much on customer service, you have to put considerable time and resources into training and expertise. Finding the right

people has always been the best investment we can make for our customers and we will continue to focus on this side of our business," says Climie.

According to Bill Barnes, vice-president and general manager of the Vancouver plant, it's this dedication to continually improving the company's level of expertise that gives the

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Vancouver plant its edge over competitors. "Keeping up with the technology is one of the most challenging aspects of the printing business but we can offer highly skilled employees in all the required areas. The merger has helped increase the level of expertise we can offer our clients," says Barnes.

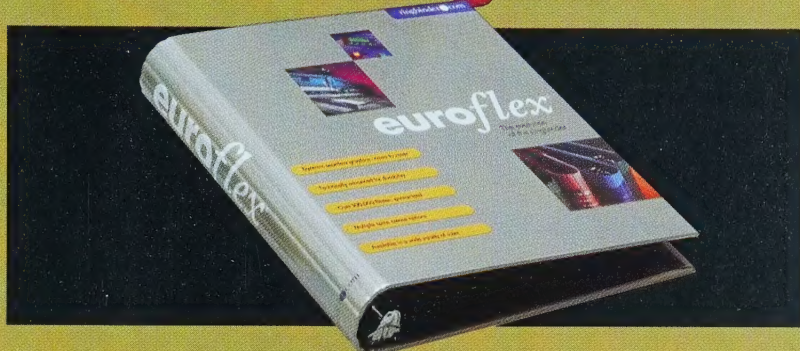
The Vancouver operation is Quebecor's only targeted publications plant on the West Coast.

Along with these improvements comes a greater responsibility on the Vancouver plant to become an integral component in the larger company's growth strategy. Vancouver is one of a select network of eight key plants – which comprise Quebecor World's TPC Group – designated by head office as specialists in short-medium run printing. Each plant shares troubleshooting resources and skills.

Tim Boissinot, the Toronto-based senior vice-president for the TPC Group's Canadian operations sees the importance of the Vancouver plant in the company's overall plans.

"The Vancouver operation is our only targeted publications plant on the West Coast and it needs to be completely in touch with its clients, who, since they come

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"Now that we are the biggest we want to focus on always being the best" – Bruce Wiesner



from both Canada and the U.S., have very different needs. The management team is important in fostering this approach but I think the employees at the plant, who meet with the customers at every level and get the job out the door every day, give Quebecor World Vancouver its main advantage," says Boissinot.

A statement last year from Chris Rudge, president of Quebecor World Canada echoes the benefits of the merger for local customers. Rudge noted that since the merger, "[Quebecor World] has a more diverse base of equipment and technology to serve our

customers [and] a broader, better portfolio of products and services to compete in a dynamic global marketplace. Our customers get faster turnaround and our employees work on jobs that go through the shop more smoothly. We now have more and better tools that give us greater flexibility and capacity. More than any other communications company, we can meet the broad spectrum of print-related needs of our customers."

According to Wiesner, the future focus of Quebecor World Vancouver will be on providing the service and responsiveness of a local printer backed with the enhanced facilities of a world leader.

"Our challenge is to make our size continually relevant to the small customer on the street. Now that we are the biggest we want to focus on always being the best for our clients throughout the region," says Wiesner.



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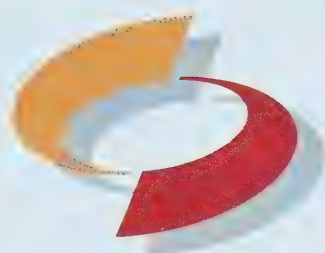
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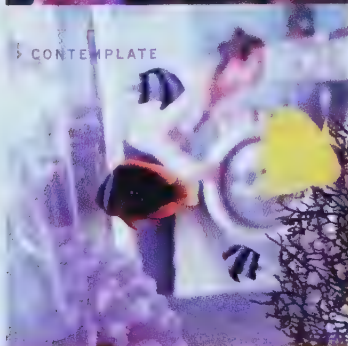
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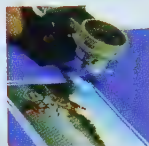
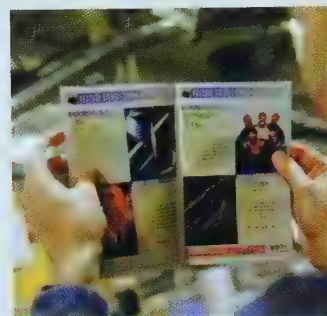
When Gayle Stevenson, manager of creative services at Credit Union Central of BC, assumed responsibility for the organization's in-house trade magazine, *Enterprise*, in 1989, it was just a few pages of amateurish black and white print. Now the journal – the only credit union trade magazine in Canada – is a glossy multi-coloured magazine that regularly runs to over 30 pages and is published six times a year. Stevenson credits Quebecor World Vancouver, the magazine's printer, with turning the publication around.

"What began as a rather shabby trade

magazine has now become our flagship publication. It has thrived because successive teams at Quebecor have guided my people to develop the publication to its full potential," says Stevenson, whose organization operates as both a central bank for the province's credit unions and as a trade association for member institutions.

According to Stevenson, the relationship between Credit Union Central of BC and

Quebecor has been the key to the success of *Enterprise*, which has a print run of 5,000 copies. "We continually learn from their expertise and they are always accessible. Our people can phone their production people at any time to discuss an order. And if there are any concerns with a job that is already in production, their sales rep will call us to make sure that the work is being done to specifications. There is always someone at



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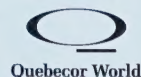
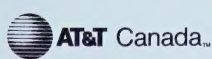
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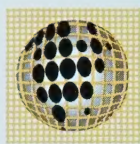
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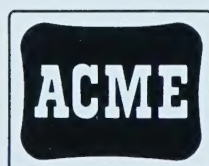
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the company to talk to and they are always really on top of the job," says Stevenson.

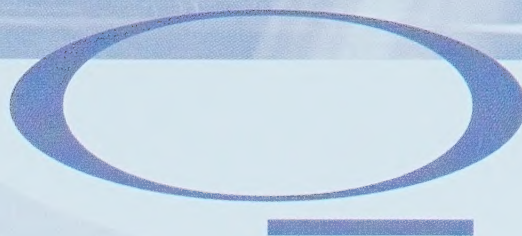
Consistency is a key factor for Stevenson's organization and she notes that the company has dealt with just three sales reps from Quebecor in 12 years – and they were each either former printers or experts well-versed in the technical and creative aspects of printing.

In addition to *Enterprise*, Credit Union Central of BC also uses Quebecor World Vancouver to produce *Values* – its 10,000 print run magazine for credit union members – as well as annual reports and brochures. And in 1999, it asked the company to take on a daunting Y2K public information task. The organization needed customized Y2K brochures for each of its 50 credit union members, a challenging and complicated task with a print run of millions. According to Stevenson, Quebecor made the job look easy.

Quebecor has continued to deploy new technologies to improve both the quality and turnaround time of its products for clients like Credit Union Central of BC and has encouraged its clients to feel confident about taking on some of the creative tasks themselves. Under guidance from Quebecor, Stevenson's team undertakes all the pre-press for its print orders in-house. Surprisingly, although the organization's publications have improved beyond all recognition from the early days of *Enterprise*, costs have remained competitive. According to Stevenson, Quebecor's price for producing *Enterprise* has remained constant throughout the past decade.

"I can be critical when service doesn't work for me but *Enterprise* has been so well-handled by Quebecor. The company is clearly committed to customer service and has the expertise to complement it. Even though Quebecor has grown in size and advanced over the last few years they have not lost their local touch and that's what's important to us," says Stevenson.

What's in a logo?



FOLLOWING THE 1999 MEGA-merger of Quebecor Printing and World Color Press, a distinctive new logo design was sought for the new Quebecor World, combining the logos of the previous two companies.

The circle taken from World Color Press was designed to represent the world of opportunity now available to the company with its enormous combined resources. The line below it comes from Quebecor Printing and completes the 'Q' as well as signifying the company's straightforward approach

Quebecor World

to business and its employees. The new logo is already helping to build a strong corporate brand and identity for the newly-merged company.

"Part of the thinking behind this new logo was to send a message to the marketplace that we have changed with this merger and rather than standing still

we are looking to the future," says Bruce Wiesner, Vancouver-based director of sales for Quebecor World Targeted Publications and Catalog Group in the Northwest region.

Further information and recent news on Quebecor World is available at www.quebecorworld.com. ■



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